



State of the City of West Lafayette 2015 February 1, 2016

City Councilors, City Clerk Sana Booker, City Attorney Eric Burns, and my fellow citizens of West Lafayette, I am proud and honored to report tonight that the state of our City is sound.

For the newcomers on our council, Indiana law requires that I report the status of our city to you on an annual basis, but this is more than a statutory obligation, it is a time honored tradition and an opportunity to share our accomplishments as we outline some of the projects that continue to make our City a leader in the region and state.

It is also an opportunity to commend the work of this Council and our City employees, the women and men in charge of delivering city services with efficiency and integrity, representing a commitment that runs through this Administration. A belief that public service is a noble calling and that part of what makes West Lafayette special, is helping our neighbors live a better, more comfortable, and more productive life. The services you provide every single day throughout West Lafayette have made us the safest and strongest large college community in Indiana, and you deserve our deep gratitude and respect. I am very proud of your hard work and shared commitment to our community. Moreover, this City is what it is because our citizens are who THEY are. I am grateful for the ideas, energy, and participation of all West Lafayette residents who have made us a top city in the nation to live, learn, work, and play.

It is an honor for me to deliver the annual State of the City Address and to tell the story of our local government and its contributions to our community. You know I can't start without saying how much I love this city, and I know you love it, too. Together we are building a bright future for our residents, all of them. We continue to have faith in our city that honors our heritage and our partnerships. Our City works for today, invests in the future, and meets new challenges.

We have worked hard during the past year to provide outstanding services and build and maintain our City's physical and social infrastructure. Our record of public service and our agenda for the coming year both focus on public safety, economic prosperity, quality of life, and a responsive city government dedicated to serving our unique and diverse citizenry.

The year 2015 will likely be remembered as the year that our City took the final dynamic steps towards solidifying the largest infrastructure project in our history, State Street. With the courage

and leadership of our City Council, our Redevelopment Commission, our partners at Purdue University, and the support and trust of our citizens, the final approvals were given to get this transformative project out of the offices and hallways of our government buildings and onto the streets where it will be built. I would like to take this opportunity to thank Mr. Larry Oates, President of our Redevelopment Commission, Eric Burns and Tom Brooks from our City's legal team, Dave Buck, our Public Works Director, and Chandler Poole, our Director of Development, for their tireless efforts to bring this concept, this dream, to reality.

I don't know of any better way to start recognizing the many accomplishments of our hardworking and dedicated department heads than by starting with a couple of the most important and yet often most challenged departments in the City. When we talk about quality of life, which we do frequently in West Lafayette, public safety is tops on most citizens' lists. Our Police and Fire Departments, through their actions, show their courageous dedication to making West Lafayette one of the safest places to live in the country.

The City of West Lafayette, which now includes Purdue University, continues to be one of the safest college towns in the country. A primary reason for this is the leadership, dedication, passion and love of this City by Chief Jason Dombkowski and his well-trained and professional staff.

In 2015, West Lafayette completed its first full calendar year of annexation to include Purdue University and the US 231 corridor. The department received 28,333 calls for service, an increase of 446 (2%) over the previous year. This was the third consecutive year the WLPD responded to more than 27,000 calls for service and the first year the department topped 28,000 calls for service. Calls for service increased 7% in 2015 compared to the recent five-year average and police calls for service have increased 60% overall since 2008.

The number of criminal arrests increased 9% in 2015 (1,574) compared to 2014 (1,446) and juvenile arrests increased 11% (41) compared to 2014 (37). While criminal and juvenile arrests increased, total alcohol arrests decreased 27% in 2015 (292), which is the lowest number of alcohol arrests the department has recorded in decades. Minor in Possession of Alcohol arrests were down 34% and Public Intoxication arrests were down 41% over the previous year. Since 2007, total alcohol arrests have decreased 69%. The WLPD's alcohol awareness and education programs coupled with the efforts of the Campus Community Bar Retail Coalition, the Purdue Student Wellness Office and the Drug-Free Coalition of Tippecanoe County have collectively contributed to this steady decrease in alcohol arrests.

Public safety is priority one for the WLPD. In 2015, the City of West Lafayette again had no homicides for the sixth consecutive year and no arsons for the fifth consecutive year. Other FBI Uniform Crime Reporting (UCR) violent offenses for 2015 include an increase in rape incidents from 2 to 6 (200%) and an increase in robbery from 8 to 16 (100%) and a decrease in aggravated assaults down 14% (19). UCR property crime offenses include burglary up 55% (68), auto theft down 5% (18) and larceny up 81% (517). The WLPD investigated over 5,000 cases for the first time in 2015 (5,046), up 7% over the previous year. The most current five-year FBI UCR

statistics confirm that West Lafayette continues to have one of the lowest combined rates of violent crime and property crime of any of the Big Ten university cities.

Increased traffic safety remained a priority in 2015. The department launched its first ever full-time Traffic Unit at the start of the 2015 school year consisting of two officers primarily on motorcycle patrol. Officers made 11,931 traffic stops in 2015, an increase of 3%, including 1,486 stops in our school zones. While traffic crashes increased 3% overall, alcohol related crashes decreased 2% in 2015 after decreasing by 22% and 11% in 2014 and 2013, respectively. There were no fatal vehicle crashes in the city in 2015.

The Neighborhood Resource Team (NRT) and uniformed police officers continue to work closely together to address quality of life issues in our neighborhoods. The NRT responded to 2,582 calls for service in 2015 and issued 16,042 parking tickets, up 8% over last year. The increase in tickets contributed to an 11% increase in city parking ticket revenue for 2015. The NRT will implement digital license plate reader technology for parking enforcement operations in the first quarter of 2016. This technology will significantly improve the efficiency of parking enforcement operations for the city.

In closing, technology and progressive police operations continue to increase efficiency, communications, and accountability for the department. A combined Public Safety Emergency Dispatch Center for both the City of West Lafayette and Purdue University opened on the Purdue campus in August 2015. This year long project was a joint effort that has greatly improved police and fire communications for the entire West Lafayette Community. Additionally, the WLPD was one of the first police agencies in our state to implement a body-worn camera (BWC) program for all patrol officers in September 2014. After completing the first full year of the BWC program in 2015, I am pleased to report that documented use of force incidents have decreased by two-thirds (66%) since 2013. The department recorded 29 use of force incidents in 2013, 20 incidents in 2014 and 10 incidents in 2015.

Public safety is certainly a team effort in the City of West Lafayette. Completing and strengthening this courageous team is the West Lafayette Fire Department (WLFD). The WLFD responded to 2,095 total calls in 2015.

- 1,435 Medical
- 71 Fire
- 47 Hazardous Conditions
- 170 Service Calls
- 139 Good-Intent Calls
- 225 False Alarms
- 3 Over-pressure
- 3 Special Incident
- 2 Other

Thanks to a \$154,000 ‘Assistance to Firefighter Grant,’ the WLFD will be able to purchase new portable radios, and a \$4,000 Indiana Department of Homeland Security Grant will allow for the purchase of water rescue equipment. All three West Lafayette Fire Department stations are now a part of “Project Safe Place.” In cooperation with the YMCA/Center for Youth Alternatives, each of our fire stations is a “Safe Place” where youth can turn for help.

In 2015, the WLFD received a new Engine. The 2015 KME 1500-gallon-per-minute pumper carries 1,000 gallons of water and 30 gallons of foam. The new Engine #2’s scarlet and gray paint scheme represents our pride in the City of West Lafayette.

In 2015, the WLFD put in over 4,000 combined man hours of training among all three shifts, including EVOC (Emergency Vehicle Operator Course,) ARFF (Aircraft Rescue and Firefighting,) Ice Rescue/Water Rescue, Medical Training, Map Study, Pre-Plans, Officer Training, and Physical Fitness. In March, Eric Doyle became the department’s newly created Department Training Instructor.

The position of Fire Inspector/Prevention/Investigation Division was created with the hire of Jodie Imel in March. Imel has a B.S. in Organizational Leadership Supervision and is also an Executive Fire Officer, an ICC Certified Inspector, and an Arson Investigator. Fire Inspector Imel performed 689 Fire Inspections in 2015. Future growth of the city and an improved economy will result in a greater need for future inspections of new and existing facilities. This, in turn, will create a safer community for us all, resulting in a safer and even greater place to work, live, and play, which is the mission of the West Lafayette Fire Department.

Continuing to excel in the City’s efforts for public safety is the Engineering Department, led by Public Works Director, Dave Buck. As I have said before, this City is fortunate to have a person of such great skill, vision, integrity and compassion within its ranks. Dave has the technical skills to oversee complicated, involved road projects, the compassion to handle the problems of the citizens most directly impacted by these projects, and the vision to take this growing City to the next level.

The following is a brief summary of the projects, developments, and day to day operations of the Engineer’s Office in 2015:

Completed Road Projects:

- Northwestern Avenue Safety Improvements, Phase 4: This project was the fourth phase in a series of Northwestern Ave. safety improvement projects. It involved work from North St. to Grant St. and Dodge St. to Lindberg Rd. This project consisted of replacing the traffic signals at both Grant St. and Cherry Ln., as well as installing new lighting from North St. to Grant St. and from Dodge St. to Lindberg Rd. The project also added new curbed medians with landscape areas, decorative fencing, and upgraded pedestrian facilities. This work has modernized the Northwestern corridor and increased safety and predictability for pedestrian traffic and crosswalk movements. Milestone Contractors completed the construction with a total project cost of \$2 million. Purdue University partnered with the City to share approximately 10% of the construction costs.

- **Cumberland Avenue, Phase 3:** The final segment of reconstruction on Cumberland Ave. was completed this year. Work included rebuilding Cumberland Ave. from Salisbury St. to Soldiers Home Rd. - including improved bicycle and pedestrian facilities, storm water infrastructure, lighting and signal modernization. Milestone Contractors constructed this \$5 million investment in the City's infrastructure and neighborhoods. A separate \$200,000 landscaping project was completed at the end of the year as a means of beautification and long term green initiative.
- **2015 Street Resurfacing, Sidewalk Repairs and ADA Ramps:** The Engineering Department oversaw approximately \$700,000 in street resurfacing and repairs to our sidewalks, access ramps and streets throughout the City. Work was completed on CR 500 N (in City limits), CR 75 E / Soldiers Home Rd. (in City limits), Avondale St., Covington St., Wilshire Ave., Sparta St., Bristol Ct., Arbour Ct., 5th St., 6th St., North St., and Grant St., as well as several alleys around the City.

In-Progress Road Projects:

- **Happy Hollow Road:** The reconstruction of Happy Hollow Road is currently under way. This federally funded project (80%) is scheduled to complete the construction phase in the fall of 2016. Work will rebuild the road with new curbs, pavement, storm sewers, and a continuous trail to connect neighborhoods to Happy Hollow Park. Rieth-Riley is completing this 2 year, \$6 million project. Currently, construction operations have restricted the road to a single lane in the southbound direction. It will remain this way until the end of construction in the fall of 2016.

In-Design Road Projects:

- **Lindberg Road Project:** Design work for the reconstruction of Lindberg Road from Salisbury Street to Northwestern Avenue has begun. Work will rebuild the road with new storm water infrastructure, curbs, pavement, upgraded bike and pedestrian facilities, and possibly street lighting and landscape improvements. Engineering and public input will take place in 2016 with construction funding programmed for 2017.
- **State Street Master Plan / Perimeter Parkway:** This is a transformative community project that is scoped to reconstruct State Street through West Lafayette as well as complete the development of a perimeter parkway around the Purdue University campus. The project is currently being developed under a P3 format (Public – Private Partnership) through the Joint Board between the City and University. Proposals were received in late December and the highest scorer proposer, Plenary/Rieth-Riley, has been recommended as the final choice to build and operate the State Street Project for many years to come. Construction should begin in the summer of 2016 and be completed by May of 2019.

Sidewalk & Trail Projects:

- **Sidewalk and Curb Projects:** The City installed new curbs and sidewalks along both 5th and 6th Streets. The cost for the project was \$207,000.

- Sidewalk Trip Hazard Removal: The City hired Precision Concrete Cutting to remove sidewalk trip hazards, concentrating on those hazards in the Bar Barry Heights Subdivision and along Salisbury Street. The cost of this project was \$39,000.
- Ravinia Sidewalk Installation: The City hired Fairfield Contractors to install a new sidewalk from Forest Hill Drive to Leslie Avenue on Ravinia Road in the spring of 2015. The project cost was just under \$50,000 and is an important connection between the Hills and Dales neighborhood and the West Lafayette Community Jr./Sr. High School.
- Cattail Trail: This is a new trail extension that ties in the existing trail at Yeager Road and Northwestern Avenue to the existing trail at Cumberland Avenue and Sagamore Parkway. This federally funded project was awarded to Milestone Contractors, began in late spring, and was completed in the fall. The contract cost just under \$1 million.

Building Construction

New Commercial:

- Serenity Hospice – \$650,000
- Westminster Village – \$16,338,400
- 516 Northwestern Associates – \$267,000
- West Lafayette Community School Corporation – \$290,000
- Stacked Pickle – \$300,000
- Family Express – \$1,300,000
- Northview Christian Church – \$4,800,000
- Purdue Sigma Chi Chapter – \$144,000
- Purdue Daycare – \$4,400,000
- Irving Materials Inc - \$9,000,000
- Hampton Inn – \$6,300,000

Commercial Remodel:

- The Swine Registry/Mike Paul – \$90,000
- Moe's – \$140,000
- Covenant Church – \$11,600
- West Lafayette Community School Corporation – \$409,000
- City of West Lafayette - \$30,000

- Alpha Sigma Phi – \$200,000
- Friendship House – \$310,000
- Connection Point Church – \$300,000
- Custom Plus Pharmacy – \$17,450
- Hunter Lafayette Properties – \$130,000
- Marsh Supermarkets – \$287,900
- Cumberland School – \$62,000
- CVS – \$9,200
- Williamsburg on the Wabash – \$109,600
- Beta Mu Chapter – \$3,600,000
- Ann Tweedale Cooperative – \$10,000
- Stephen Shook – \$75,000
- Fairfield Builders Supply Corp. – \$75,000
- Friendship House - \$46,200
- Arby's Restaurant – \$160,000
- Salin Bank – \$35,000
- Delta Mu Chapter – \$600,000
- Westminster Village – \$675,000
- Brunos – \$8,000
- Orange Leaf – \$3,000
- Bioanalytical Systems – \$170,000
- KTV Club – \$40,000
- Walmart – \$118,100
- PEFCU – \$67,100
- Purdue Research Foundation – \$20,000
- Walgreens – \$24,100
- Yummy Time – \$25,000
- City Bus – \$15,000

- Calvary Baptist Church – \$2,959,400
- Mor-Nuco –\$ 26,000
- Buffalo Wild Wings – \$20,000
- Blessed Sacrament – \$20,000
- Harry’s Chocolate Shop – \$12,000
- University Church – \$110,000
- Connection Point Church – \$85,000
- Hampton Inn – \$6,300,000
- Boiler Point Restaurant – \$320,000
- 720 Northwestern – \$120,000
- Kung Fu Tea – \$30,000
- Sushi Burrito – \$40,000
- Yori Restaurant – \$65,000
- Caliber Home Loans – \$45,000
- Cousin Paulies – \$80,000
- La Hacienda – \$2,000

New Planned Developments:

- 225 Northwestern (North by Northwest) – \$5,300,000
- MHG Hotels (Hampton Inn) - \$6,300,000

Other

Sewer Tap Permits Issued Outside City Limits:

- The Orchards (4)
- Northwood (1)

Issued Permits, Reviews and Inspections:

- Total building permits issued: 491
- Total constructed dollar value: \$113,365,671
- Total building inspections: 1,383
- Total excavation permits issued: 123

- Total excavation inspections: 133
- Total stormwater permits issued: 22
- Total stormwater erosion control inspections: 398

The Wastewater Treatment Utility, under the leadership of Dave Henderson, continues to be a leader in the state when it comes to being responsible stewards of our environment, and providing quality service to our citizens

Two projects that will impact the Utility and the City for the future were completed.

First, the Cumberland Avenue Sanitary Sewer Extension is a project to provide sewer service to the newly annexed area near the new US 231. This sewer ties into the Western Sanitary Sewer Interceptor and provides the backbone for growth and development along the US 231 corridor for years to come.

The second project involved work at the wastewater treatment plant. The project had two goals: to provide phosphorus removal to meet new State and Federal regulations; to provide additional treatment/storage capacity at our Wet Weather Treatment Facility along with improvements to the disinfection process. This is our first project in the next chapter in our CSO (Combined Sewer Overflow) Long Term Control Plan as approved by the State.

Phosphorus is a nutrient essential to life, but in excess in our waterways can be problematic. With the completion of this project, we will reduce the City's phosphorus contribution to the Wabash River by up to 80%.

Design was completed on our next CSO Long Term Control project: the CSO Relief Interceptor. This will be a 96-inch pipe at its largest point. This interceptor sewer will convey wet weather flows from Quincy Street down River Road to the Water Resource Recovery Facility. For an average year, this will virtually eliminate combined sewer overflows at the two CSO outfalls at Quincy Street. Construction will begin in the spring of 2016.

Our laboratory received an IWEA Laboratory Excellence Award again this year. Our Utility has received this award annually for a number of years.

The Utility received approval for its first rate increase in 10 years. The additional revenue is necessary for the \$23 Million Bond for the CSO Relief Interceptor. This will be funded with a new CSO Surcharge to customers. There will be a 3% increase to the flow charge each year 2016-2018 to cover increasing operation and maintenance costs for the Utility.

2015 saw significant changes in the way we do business at our Street and Sanitation Department. Doug Payne has embraced his new position with enthusiasm and fresh ideas. Doug continues to assess the way we do things at the Street Department and look for opportunities to improve service and make our roads and streets the best in the state.

The following is a breakdown of the general activity of our Street and Sanitation Department over the past year:

Snow Plowing and Ice Control:

- 2,702 tons salt and sand
- 41,425.0 gallons of salt brine
- 1,340.0 gallons of calcium chloride
- 1,750.0 gallons of Beet Heet
- 900.5 regular hours and 527.25 over time hours.

Street Maintenance:

- 1,151.5 hours and 167.77 tons of asphalt
- 11.27 tons of emulsified asphalt
- 60.74 tons of stone were used to maintain potholes in city streets
- 111.0 over-time hours and 43.0 regular work hours-installed the Game Day Barriers on Northwestern Avenue in Chauncey Village to help control foot traffic during the football game weekends.
- 1,649.0 regular hours were spent maintaining city vehicles

Traffic Maintenance:

- 2,574 gallons traffic paint, 7,422.0 lbs. of glass beads and 360 ft. of 3M marking tape were used to re-mark the city street markings in 1,003.25 hours.
- 439.0 hours were spent replacing 150 street signs, 44 posts, 10 sign bases and 16 sign brackets.
- 103.0 hours were spent maintaining street lights.
- 90.0 hours were spent hanging banners.
- 611.0 hours were spent maintaining the 32 traffic signals on West Lafayette City streets.

Pollution Control:

- Sewer Cleaning: 590.0 hours and 4.0 over-time hours, 60,375.0 liquid gallons collected.
- Catch Basin Cleaning: 203.5 regular hours, 38,250.0 liquid gallons collected.
- Two sweepers collected 653.85 tons of debris off the city streets in 1,074.25 regular hours and 2.5 over-time hours.
- 1,443.25 regular hours and 75 over-time hours were spent picking up 786.11 tons of leaves.

Storm and Sanitary Structure Maintenance:

- Sewer Televising – 487.5.0 hours.
- Sewer Repairs – 216.0 regular hours and 10.0 over-time hours
- Catch Basin Repairs – 282.5 hours and 1.0 over-time hours

- Manhole Repairs – 76.5 hours
- Sewer Locates- 170.5 regular hours and 0.5 over-time hours

Sanitation/Recycling:

- Trash – 3,511.84 tons of trash land filled in 5,882.75 hours and 1.0 over-time hour.
- Recycling – 2,629.95 tons recycled items in 5,819.75 hours and 7 over-time hours.
- Yard Waste –844.92 tons yard waste pick up in 3,719 hours and 7 over-time hours.

The City provided recycling carts to each resident beginning in November of 2012 to encourage additional recycling. As a result, curbside recycling (cans, bottles, paper and glass) increased 4% from 26% in 2012 to 30% in 2013-2015. When you add composting to recycling, the percentage of items saved from going to the landfill increases to 46% of the total West Lafayette waste. The City brought in a total of \$18,940.75 from recycling.

Tree City USA:

Each year the Street Department performs maintenance for city trees. In 2015, the department submitted the following information for the time period of 1/01/15-11/25/15 for the Tree City USA report:

○ Yard Waste Removal	3,671.00 hours	cost: \$128,485.00
○ Leaf Removal	1,360.25 hours	cost: \$47,608.75
○ Tree Removal by dept.	629.5 hours	cost: \$22,032.50
○ Tree Trimming by dept.	199.0 hours	cost: \$6,965.00
• Tree Removal Contracted:	Deaton Enterprises	\$10,000.00
• Disposal & Storage of Yard Waste:	Soilmaker, Inc.	\$14,400.00

(Work completed by the S&S Dept. is figured at \$35.00 per hour: hourly rate plus benefits)

The last Clerk-Treasurer, Judy Rhodes, left the city in sound financial standing at the end of 2015. The general cash reserves were at 19% of expenditures. 2015 was the first full year operating in the accounting computer system, MUNIS from Tyler Technologies. Utility billing was migrated into the MUNIS system in June. While a few integration hurdles needed to be crossed, the system is now lined out ready to handle the challenges of 2016 including the new items enacted by the Common Council and to more efficiently flag accounts that are slow paying. This will benefit not only the city directly, but also citizens as they manage their properties.

The Redevelopment Commission continued to serve the city by funding the new firetruck as well as other capital projects.

The Clerk-Treasurer Department had the following accomplishments in 2015.

- Wastewater Utility billing was migrated from Komputrol into Munis.
- The system to record and monitor revenue from the Court was migrated from an Access database into the Key-Court computer system.
- Munis conversion issues, which are inherent to all system implementations, were addressed throughout the year.
- Further refinements were made to Tyler Cashiering and Payroll (initially implemented in 2014).
- Begin training of new City Controller.

In 2016, the new Finance Department will continue to build, develop and refine systems to enhance the effectiveness of the finance arm of the City and increase efficiency of all departments through more in-depth use of Munis.

Janet Fawley, our Parks Superintendent has embraced the challenges presented to her with vigor and vitality. Janet's pride and passion for the West Lafayette Parks & Recreation Department is helping to shape our community into this wonderful place we call home. She brings new ideas and enthusiasm to her role.

By definition, an annual report is a story of all the things that have been accomplished during the past year. Most corporate reports will deal with earnings and profits. It's all about the numbers! For the Parks and Recreation Department, however, an annual report has more to do with people, parks, and the successes we've enjoyed together during the past year. While we will share numbers with you throughout this annual report, the numbers are intended to help tell our story for the year of 2015.

Our successes during 2015 have been about our partnerships. The Farmers Market at Cumberland Park was a great success all season long. Many vendors and residents enjoyed the constant variety of goods, foods, and music available. The West Lafayette Community School Corporation made facilities and equipment available to us for programs, and those programs provided our children with learning opportunities that will help get them on the right path in life. The West Lafayette Tree Friends planted and cared for so many trees this year throughout the entire city – not just in the parks. We also have been working with the Wabash River Enhancement Corporation (WREC) to create a vision for development along the Wabash River now and into the future. Finally, Purdue University classes and individual students have worked towards erosion control at Happy Hollow Park, posted education posters throughout our parks, and brought international foods & cultures to Global Fest. We are grateful that these groups (and more!) enhanced the work that we do!

In an effort to accommodate the public's needs and interests, we have also begun work on our 5-year Master Plan Update. Our first public query involved an online survey of those who have

participated in programs at the Morton Center. Results were 95% positive. The 5% negative results provided a list of improvements we can make to our programs. We also began a partnership with the Purdue University Extension Educators to engage members of the public using their program, Enhancing the Value of Public Spaces. The next step in our process of developing the 5-year Master Plan is to assess community data and complete a public feedback questionnaire that will determine our road for the future. Once these items are complete, it will be the job of our consultant to help us use this information to determine our course of action for the next 5 years.

Parents look to the West Lafayette Parks & Recreation Department for special opportunities for their children in sports, in the arts, AND for passive and engaged play experiences. Led by Recreation Director, Chris Foley, our “directive” is to organize sports camps, swimming & diving lessons, tennis lessons, and the various classes offered to our youth through the Morton Center classes. The “FAST FACTS” demonstrate the necessity of this program for the families of West Lafayette.

Our swimming pool next to Happy Hollow School has provided swimming lessons and other activities for 50 years. Once again, Sue Mattern has served as its leader for 13 years until her retirement this past September. Sue’s professionalism helped create the programs and activities that families rely on today—swim lessons for all ages and abilities, party rentals at the pool, daily lap swimming, and of course, our regular open swim. Kevin Noe will continue those traditions at the West Lafayette Municipal Swimming Pool in 2016 and into the future.

Attributed to the weather, swim lesson numbers were down by approximately 60 people. Weather also played a significant role in reduced days that we were able to be open.

Playgrounds are necessary to our children’s development as they contribute to their cognitive, social, and emotional development. Playgrounds give children a safe place to take risks that won’t harm them. Through play, children explore and learn the rules of fairness and cooperation with others.

Most of the West Lafayette Parks offer a playground for children to utilize. We take great pride in providing quality playground equipment that is regularly inspected and maintained. Assistant Superintendent Pennie Ainsworth has established a full program of playground inspections and maintenance that we have followed for many years.

We are very fortunate to be able work with the West Lafayette Community School Corporation to offer sports camps in the summer and other sports throughout the off-season. We work directly with varsity high school coaches. Sports camps give children the chance to work with their coaches on fundamentals in a fun environment. We are very proud of our sports activities which take place year round.

Those who haven’t been part of the daily activity that goes on at the Morton Community Center have missed a great variety of classes, programs & events. In our amazing world, Bess Witcosky, Director of the Morton Community Center, strives to bring as much of that world to

West Lafayette. Art, dancing, yoga, and fitness programs make up the majority of classes offered, but people will also find some unusual classes such as:

- Leaping through Literature- parent/child dance exploration
- Stage Combat for adults
- Beginning Crochet
- Get Fit Bootcamp and Turbo Kick fitness classes
- Mother/Daughter Yoga
- Guitar Essentials
- Halloween Mask Decorating for children or adults
- Ornament Decorating
- Party in the Pottery Studio for Youth or Adult and Large group Pottery Workshop

In addition, we have secured two different grants for 2016. The first grant is from the Community Foundation to purchase a table and slab roller for the pottery studio. The second grant from the Indiana Arts Commission will provide funds for “Arts in the Parks” in which Morton Instructors will teach several mini workshops at the Prophetstown State Park for the Indiana Bicentennial.

Morton Community Center partnered with the West Lafayette Public Library to host Family Fun Day this past September. This was Morton’s 2nd year to be involved with this successful event that welcomed over 600 people. Some of the highlights included Morton instructors demonstrating a variety of activities including: Chess, Crochet, Scottish dancing, and Tai Chi. Minnetrista Theatre Preserve performed Habit-tat-tat; free snacks, drinks, and books were enjoyed by all.

The Riverside Skating Center has been led by Sue Mattern, who retired in September. While Sue was the leader of the Riverside Skating Center, she created programs, classes, and workshops that encouraged our families and visitors to have a wonderful experience when ice skating. Her best-loved programs have been “Skate with Santa” and “Dare to Bear.” In addition, many have learned to skate through the lessons offered at Riverside Skating Center. Our new Skate Rink/Pool Manager is Kevin Noe, who intends to continue these programs and find new ones that will enhance our community.

Observing the beauty of nature and teaching the public about the conservation of our natural resources is the main objective of the Celery Bog Nature Area, and its teaching companion, the Lilly Nature Center. Many programs took place there to provide those teachable moments to children and adults, visitors and residents. Led by Stewardship Director Dan Dunten, the Celery Bog Nature Area was able to provide the following activities and special events:

- Paint the Rain Barrel.
- The Mind-Boggling Event, in which over 300 people participated.
- The Junior Nature Club was held twice a week and was led by Zonda Bryant.
- The Sycamore Audubon Society met monthly at the Lilly Nature Center.
- The Indiana Native Plant and Wildflower Society meets monthly.

- Sam Postlethwait led weekly walks through the Celery Bog Nature Area.

In addition, two sections of warm season grasses received prescribed burns using the expertise of the West Lafayette Fire Department. These burns kill the invasives and help the warm season grasses and the wildflowers grow better in the summer.

Several groups also volunteered their time at the Celery Bog Nature Area:

- Purdue's Alpha Sigma Phi Fraternity spread mulch throughout the CBNA Trails.
- Linemen from Duke Energy also spread mulch on the trails.

Finally, the West Lafayette Parks received a grant from the SIA Foundation to purchase a new Public Address system and 3 "audio" boxes. These audio boxes will be placed on the trails for trail users to hear about different elements of nature and how to conserve our natural resources. These boxes operate using solar power or a hand crank power station.

The work of maintaining and improving the Parks in the City of West Lafayette falls upon the Parks Maintenance Crew, led by Parks Director, Jon Munn. Our maintenance crew takes a great deal of pride in every park's appearance. They work extremely hard to make the City's parks and trails the best possible.

The list below is a small sampling of the work that is regularly performed by the Parks Maintenance Crew:

- Inspect, maintain, and repair playgrounds regularly.
- Winter time snow removal.
- Remove trash throughout the year.
- Mow, clean, remove and maintain all vegetation.
- Inspect, maintain and repair trails throughout the City.
- Install and maintain basketball and volleyball courts and nets.
- Clean and maintain restrooms and all plumbing.
- Clean and maintain all pavilions.

Completed Projects by Parks Staff:

- Rejuvenated marquis signs for each park.
- Moved donated mulch from SIA.
- Cut down and remove damaged trees from flood & storms.
- Installed two Little Free Libraries at Lommel and Lincoln Parks.
- Completed rink repairs for 2015-16 season.
- Completed concrete foundations for public art at Tapawingo Park and the Celery Bog Nature Area.
- Installed accessible grills, drinking fountains, and trash cans at Happy Hollow Shelters #3 & #4.
- Aerated turf & added ag-lime to warning track at softball fields in Cumberland Park & at the Blessed Sacrament Church.

- Added playground safety surfacing to all playgrounds.

Completed Projects by Contractors:

- Construction of ravine footpath bridge
- Garden Street Project
- ADA work in restrooms at Happy Hollow Park, Cumberland Park, and the Lilly Nature Center.
- Fence Repairs at Cumberland Park Softball Fields
- Sidewalk Trip Hazards ground down at Cumberland, Lommel, Peck-Tractman, University Farms Parks
- Siding completed at the Parks Service Center
- Cumberland House Demolition
- Ice Rink coolers repaired
- Sealed cracks, and pavement and striped lines at the Cumberland Park Basketball Court.
- Sealed cracks and pavement and striped lines at the Morton Center parking lot.

The Facilities Department is responsible for overall “health” of our buildings, mechanics and technology. Our Facilities Director, Tim Clark, brings a wealth of experience and expertise to this challenge. He is a true asset to our employees and citizens and has implemented many cost saving operations to our City.

The overall building evaluations for all city buildings include the following systems:

- HVAC (Mechanical: boilers, chillers, furnaces, condensers, water heaters, etc.)
- Electrical (Labeling of all electric panels)
- Lighting (LED change over)
- Controls (Change over to DDC)
- Plumbing (As needed)
- Building Security (Audit and overview of systems)
- Elevators (City wide contract – Police Station and Morton Center)
- Fire Alarms (Process of making all buildings code compliant)
- Generators (City wide maintenance program)
- Exterminators (City wide extermination program)
- Janitorial staff and supplies

The implementation of City contracts for all services continues. The Facilities Department’s goal is to have a City contract for the contractors to sign opposed to the City signing the vendor’s contracts. The City contracts will also be set up to have a 30 day out clause. This project is still in progress.

Facilities has set-up an insurance contract for all vendors to sign, stating their overall responsibility for work performed for the City.

A process has been implemented to have all City buildings utilize LED lighting systems. Fire Stations #1 and #3 are well on their way to accomplishing this task. This will make all building systems more energy efficient and not only reduce energy consumption, but decrease the cost of replacing light bulbs. A cost analysis was performed and the pay back for these lights is less than 18 months. Applications have been sent into Energize Indiana to receive a rebate for LED lighting upgrades. Upgrades have begun at all 3 fire stations and the Street and Sanitation Department.

The Facilities Department has begun to change all City buildings to the Primus key system. This will make the City buildings more secure; no one outside of the Mayor or department heads can have a key duplicated.

Tim has recently taken on the role of ADA Coordinator for the City. He has reviewed the City's policies and will continue to push for more compliance throughout the entire city.

In 2015, the Facilities Director has also been given the task of overseeing the City's Risk Management Program. Tim attended a Travelers Insurance seminar on Risk Management practices and has reviewed policy and procedures with MBAH Insurance.

2015 welcomed a new department and a new department head for our ever growing and changing Information Technology Department. Brad Alexander comes to the City of West Lafayette with a BS Degree from Purdue University in Computer Engineering and a wealth of experience in our local government's technology scene.

Major Milestones 2015:

- Created, tested, and documented first disaster recovery plan for the city's I.T. infrastructure.
- Disaster recovery equipment, e.g. servers, and storage, were located at the same site, in same rack as production equipment. Recovered some networking equipment from Purdue's Freehafer hall, and relocated all disaster recovery equipment to Wintek facility at 6th St. in Lafayette.
- Assisted Wastewater and Clerk-Treasurers departments with implementation of the Munis utility billing module.
- Switched out the City's data backup software. New software allows for faster recovery, and recovery testing.
- Added 15 new virtual servers, 3 new physical servers, 2 storage enclosures, 2 new firewall appliances, and 22 network switches to the environment.
- Added secondary internet service uplink at disaster recovery site, configured external firewalls for high availability failover.

- All I.T. passwords were stored in an unprotected spreadsheet on a network share. Moved all sensitive credentials to an encrypted multi-user database.
- Implemented encrypted management connections between management workstations, and network equipment.
- Assisted with extending Purdue's PAL Wi-Fi network throughout city network wireless access points.
- Installed System Center Configuration Manager system for management of city I.T. assets.
- Application catalog (enables users to pick and choose which software they use, without compromising device security)
- Automated hardware inventory (previously not maintained manually)
- Automated software inventory (previously not maintained manually)
- Third party patch management (previously unmanaged)
- Microsoft patch management (previously unmanaged)
- Desired configuration reporting (previously not possible)
- Live remote support assistance with full functionality (previously limited functionality)
- Eliminated police helpdesk system, and merged police, and I.T. helpdesk into single system. Added ability to submit facility issues, and requests to same system. This effectively created a one-stop shop for help and support requests for City employees.
- Processed & resolved 1811 I.T. trouble tickets through the helpdesk.
- Created first network equipment map and inventory.
- Created first mobile device inventory.
- Created first printer inventory.
- Worked with committee to redesign City website.
- Started initiative to procure only printing and scanning equipment that is capable of producing ADA compliant documents. Some testing of equipment, and staff training were accomplished.
- Built new police in-car DVR system. In-car video is now automatically wirelessly uploaded to HQ, use of removable media, and officer/technician intervention is no longer required to archive the video.
- Added high speed wireless access to the Police Department parking lot.
- Built new police body camera system on new software platform. Body camera video is now stored and accessed in the same manner as in-car video.
- Configured first mobile data terminals for Police Department that met FBI CJIS policy requirements.
- Implemented use of smart card advanced authentication for most police and fire department emergency vehicle staff.
- Added remote connectivity virtual private network for emergency vehicles for troubleshooting, reporting, remote support access, and patch management.
- Created draft InfoTech policies:
 - Acceptable Use
 - Electronic communications retention

- Mobile device policy
- Archived 123 unused mailboxes from the spam filtering system, savings of \$3690 annually. Re-configured system to automatically remove terminated employees in the future.
- Disabled many unused accounts, several potential backdoor accounts, removed remote access authorization for users who weren't using it.
- Added 9 cameras to 2 video surveillance systems.
- Moved fiber uplink and switching closet from parks office to engineering office at Morton facility.

When we talk about our vision of creating an environment in our City that is healthy for investment, safe for our citizens, supportive of arts and culture and most importantly, having the sensitivity to celebrate our diversity, we would be remiss if we did not focus our attention on our Department of Development, and its Director, Chandler Poole. The following details some accomplishments achieved in the past year.

State Street:

After nearly 6 months of working with our partner, Purdue University, a plan and a vision for the redevelopment of the State Street corridor from the Wabash River to the intersection with U.S. 231, 2.5 miles to the west, has been completed. Purdue, the Purdue Research Foundation, and the City of West Lafayette sponsored and supported this initiative and are now working towards a plan to make this vision a reality. Two firms submitted responses to the Request For Proposals (RFP), and the highest scoring proposer, Plenary/Rieth-Riley, has been recommended as the final choice to build and operate the State Street Project for many years to come.

Purdue Boilermaker Half Marathon

The City was instrumental in planning the 4th Annual Purdue Boilermaker Half Marathon. This event was a great partnership with Purdue University, the City of Lafayette and the City of West Lafayette. Over 2,500 people participated in the event, traveling from 30 states and 3 countries.

Aerospace District (New Certified Tech Park)

The City, Purdue University and PRF worked with the state to have the airport area certified as Indiana's newest tech park. With over 900 acres of land and a location next to Purdue, it is one of the largest of Indiana's tech parks.

Rolls Royce

Announced in 2015, a new research facility will open in the newly designated Certified Tech Park near the airport. Rolls Royce will occupy over 12,000 sq. ft., and the rest of the 50,000 sq. ft. will be available to other companies to occupy and do research with Purdue.

IMI Building

This new 60,000 sq. ft. building is being constructed in the Purdue Research Park. It is scheduled to be open in mid-2016 with over 70% of the space already pre-leased. It will house a

new Institute for Advanced Composites Manufacturing, one of five that will be established in the United States.

225 Northwestern

This new apartment development is located on the former Bar Barry Liquors site in Chauncey Village. Two commercial tenants occupy the first floor, and the facility was 100% leased prior to construction completion.

Hampton Inn

A new Hampton Inn is under construction at the corner of Tapawingo and State Street. This 105 room hotel will secure the eastern end of the State Street project.

Purdue Research Park

The partnership with the Purdue Research Foundation continues to grow and the park continues to expand its international footprint.

Trees

West Lafayette planted over 1,000 new trees in 2015 and volunteers trimmed over 1,500 trees throughout the city.

Rental Housing

The Rental Housing Department inspected over 640 properties, or almost 2,037 units, in 2015. For the past 3 years, the Department Of Development has gone to the State House to keep this valuable program from being cancelled by the legislature. In 2014, after testifying and negotiating with legislators, a bill was passed that grandfathered West Lafayette and Bloomington, allowing these programs to continue and referencing them as an example to any communities that wish to initiate a rental inspection program.

Public Art

West Lafayette's commitment to public art continues to be as strong as ever.

Art installations:

- "Tapawingo Travelogue" – sculpture installation in Tapawingo Park
- "Send" – mural installed at the Post Office in West Lafayette
- "Heron" – sculpture installed at the entrance to the Celery Bog Nature Area

Last, but not certainly not least, we shift our attention and focus to the department that creates and maintains a safe and healthy environment for the City's employees. The Human Resources Department, led by Director Diane Foster, supports the goals and values of the City by providing services to over 200 employees and additional seasonal staff.

Human Resources and Payroll invested in a few major projects this year. The first, was the release of the Munis Human Resource Management module. The Payroll and Human Resource Centrals Programs are interfaces designed to give the user one central access point to the data contained within the Munis records.

The second, was the advanced self-service functionality for employees in Employee Self Service (ESS). Employees can now update their address, phone number, direct deposit, tax withholdings, and more online. Employees can also access information regarding their salary and benefits, including their total compensation. This resource will not only keep employee information current, but also gives employees access to their valuable benefits with the City.

The third, was the ability to conduct 2016's open benefits enrollment on-line and automatically processed through the Munis payroll system. Conducting employee benefits enrollment is one of the most time intensive functions that a Human Resources Department performs. Employees electronically inputted their own elections at a time most convenient for them, they were given ample opportunity to review their benefit choices, check over their elections and make revisions if necessary, ensuring total accuracy while at the same time dramatically streamlining the process. Future new employee benefits enrollment and life event changes will also be simpler as a result of managing them online.

Change brings about challenges to old methods as well as opportunities for new collaboration and fresh insights. Human Resources is excited about this opportunity to enhance customer service through one-step service and to better utilize HR resources and technology.

Human Resources consists of a lean team that wants to continue to leverage technology by facilitating the implementation of systems that improve customer service, streamline workflow, reduce redundancy, expedite time sensitive processes and enhance system data integrity.

The Equal Employment Opportunity Commission (EEOC) requires periodic reports which indicate the composition of the work force by sex and by race/ethnic category. This report is referred to as the EEO-4. The City is required to provide information by employment totals, employee job category and salary by sex and race/ethnic groups. The EEO-4 survey is conducted biennially in every odd-numbered year. Human Resources filed the EEO-4 report on September 30, 2015.

In order to help keep health and wellness in the forefront of employee's minds, the Health Promotion Committee kicked-off its themed West Side Story summer walking program at Tapawingo Park in June, 2015. Walking is widely recommended for its health benefits and it is also one of the easiest ways to exercise. The 92 participants were randomly divided into two teams, the "Sharks" and the "Jets" as in the 1961 musical production. Participants received a complimentary Fitbit Zip to track their steps. The goal of the voluntary 5-week program was for employees to turn in weekly log sheets and increase their steps each week to an average of 10,000 steps per day by week five. Teams earned bonus steps by attending weekly "turf wars." Special recognition and additional incentives were given to the winning team and to the top 10 individuals with the highest number of steps.

The City partnered with Blackbird Clinical Services to protect employees and their families from flu this season by sponsoring two flu shot clinics on October 2nd and 5th. A total of 88 vaccinations were administered.

The City of West Lafayette's United Way Pacesetter campaign came to a close in September with employees pledging \$4,731.92. Thank you to the many employees who contributed to a very worthy cause.

In the recruitment/retention arena, experts are predicting significant new pressure to replace aging baby boomers who are dropping out of the workforce at an increasing pace. The City saw a record year of retirements in 2015, nearly one-half of all terminations were comprised of employee retirements. The department processed nearly 700 employment applications; processed 81 seasonal employees; 5 Interns; and recruited 25 regular part-time and full-time new hires.

From ACA legal battles in the Supreme Court to a legal ruling in favor of same-sex marriage and a presidential election on the horizon, HR professionals will need to continue to be proactive in order to remain compliant with the ever-changing legal landscape. Understand the leading compliance issues of HR will continue to be a priority for the coming year.

As I have said before, I believe that West Lafayette is an incredible city. We work together to provide the highest quality services to our citizens. However, a city is always a work in progress, and in the end, I hope we all want the same thing: a city where we all treat each other with respect, dignity and empathy.

As we look forward to the future, it is impossible to know exactly what's in store. But one thing is certain: whether you are a student resident or a long time citizen of West Lafayette, your ideas and suggestions motivate us, challenge us, and above all, contribute to the very core of what make this city all that it is.

John R. Dennis, Mayor